



**DEFENSE LOGISTICS AGENCY
HEADQUARTERS
8725 JOHN J. KINGMAN ROAD, SUITE 2533
FORT BELVOIR, VIRGINIA 22060-6221**

JAN 5 2000

IN REPLY
REFER TO

CAI

**MEMORANDUM FOR DLA EXECUTIVE MANAGEMENT TEAM
DIRECTOR, JOINT TOTAL ASSET VISIBILITY
DIRECTOR, JOINT ELECTRONIC COMMERCE
PROGRAM OFFICE**

SUBJECT: Defense Logistics Agency (DLA) Strategic Planning Policy and Implementation

The DLA Strategic Plan is the single overarching Agency strategy document directing Agency business endeavors. It aligns DLA activities, programs, and initiatives with the goals and priorities of the Department of Defense (DoD). The DLA Strategic Plan is a top-down planning document, a product of the Director's deliberation with his Executive Management Team. Field activities, union partners, employees, customers, and stakeholders have input to the DLA Strategic Plan via conference participation, survey instruments, and interviews.

Policy

The DLA Strategic Plan:

- a. Establishes DLA's vision of its future.
- b. Defines mission and values and identifies DLA strategic goals and objectives.
- c. Incorporates customer, stakeholder, and employee feedback.
- d. Is Government Performance and Results Act (GPRA) compliant, aligned with DoD, DUSD(AT&L), and other higher organizational goals and strategies.
- e. Includes the publication year plus 5 years when published; is reviewed annually, but is not necessarily an annual publication. (GPRA requires revision, if the plan has less than 3 years remaining.)
- f. Is assigned to the DLA Planning Team.

Process

- a. The DLA Planning Team conducts an annual assessment of the DLA Strategic Plan for currency and linkage to higher command goals; makes recommendation to the Director for minor revisions/updates or for an executive planning summit to effect complete revision of the Strategic Plan.
- b. An Action Officer Working Group (AOWG) from key organizational elements conducts an environmental scan (e.g. scenario planning, SWOT analysis, etc.), and facilitates the pre-planning stage of data accumulation, issue identification, and performance evaluation.
- c. The DLA Planning Team designs and administers the planning summit; coordinates, publishes, and distributes the DLA Strategic Plan.



Implementation

- a. DLA Headquarters Executives and Field Activity Commanders:
 1. Direct operations and program and expend resources in consonance with DLA Strategic Plan priorities.
 2. Develop long-range business plans (see below).
 3. Measure and report quarterly progress toward DLA strategic goals.
 4. Promote and illustrate relevance of the Strategic Plan throughout the organization, via "chain-teaching" and other methods.
 5. Rate organization and executive performance according to contribution to DLA strategic goals and objectives.
- b. Long-Range Business Plans:
 1. Describe the strategies to achieve DLA goals and objectives and the performance metrics that will be used to measure progress.
 2. Metrics in the long-range business plans include those measures in the DLA Performance Contract, but often include additional measures for tracking workload and organizational efficiencies within the business.
 3. Strategies and performance measures consider DoD/OSD and DLA goals and objectives applicable to the business areas of responsibility.

Performance Evaluation

- a. The DLA Performance Contract between Defense Management Council and DLA (integrated by Comptroller) contains programmatic metrics compatible with Agency strategic goals, in the categories of unit cost and productivity, quality and customer responsiveness, and reengineering actions.
- b. Corporate Quarterly Review & Analysis (integrated by Comptroller), reporting to the Director/Deputy Director, tracks metrics in the Performance Contract and metrics chosen to report progress toward specific DLA Strategic Plan goals and objectives.
- c. The DLA Planning Team reviews DLA business plans, field activity plans, the DLA Performance Contract, and Agency performance reporting to promote the integration of the Strategic Plan goals and objectives into the fabric of the Agency.

References

- a. The Government Performance and Results Act of 1993 (PL103-62)
- b. The Department of Defense Quadrennial Defense Review
- c. The Defense Systems Affordability Council "Introduction to the 21st Century-A Strategy for Affordability"
- d. The Department of Defense Logistics Strategic Plan, "21st Century Logistics"
- e. USD(C) Memo, 16 Oct 1997, Subject: Government Performance and Results Act Implementation



GARY S. THURBER
Director
Corporate Administration